United Nations A/72/801/Add.1/Rev.1

General Assembly

Distr.: General
1 May 2018

Original: English

Seventy-second session
Agenda items 124, 134, 136 and 149

United Nations reform: measures and proposals

Review of the efficiency of the administrative and financial functioning of the United Nations

Programme budget for the biennium 2018–2019

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Global service delivery model for the United Nations Secretariat

Report of the Secretary-General

Addendum

Revised shared service centre distribution

Introduction

1. The present revised addendum to the report of the Secretary-General on the global service delivery model for the United Nations Secretariat (A/72/801) is hereby submitted.

2. The results of the detailed location assessment indicated that Nairobi, Budapest and Mexico City were the highest-scoring in their respective regions (i.e., Africa, Europe and the Americas).

3. The present addendum comprises the revised proposal of the Secretary-General to request the General Assembly to approve the establishment of three shared service centres. Since Nairobi is proposed as the largest service centre, the Office of the Director of Global Shared Services will also be located in Nairobi.

4. The table below indicates the sections of the report of the Secretary-General that have been revised in the present addendum:

18-06941 (E) 030518

Please recycle

Section	*Subsection*	*Paragraphs*
II. Case for change	B. Business case	12–13 15–16 19–22
III. Comprehensive proposal	B. Selection of shared service centre locations	32–33
	3. Location recommendation	
	C. Shared services operating framework	56, 58
	3. Service delivery	
IV. Implementation proposal	A. Implementation approach	86
	2. High-level implementation plan	
V. Summary of budget implications		111–119
VI. Recommended action to be taken by General Assembly		120
Annex IV: Revised estimates related to the proposed implementation of the global service delivery model		

5. The paragraphs of the report of the Secretary-General (A/72/801) containing his revised proposal, as indicated in the table, are set out below. Paragraphs for which no changes have been proposed are not included.

Revisions to document A/72/801

II. Case for change

B. Business case

1. Evaluation of alternative options

12. The location assessment proposal is contingent on host country consultations, and the Secretary-General has now decided to recommend the establishment of three shared service centres, in Nairobi, Budapest and Mexico City. This combination of locations would provide for time zone and regional coverage, ensuring a strong business continuity model allowing the shared service centres to be reactive to urgent needs of clients outside of office hours and provide appropriate capacity to handle emergency response at required times. It would also provide for adequate resourcing to share the heavy workload in Africa and Europe.

13. The three centres would be coordinated by a global management structure, which would be situated in Nairobi, as the largest of the service centres. Total staffing across the three centres will be 745 staff in the first two years of operation, reducing to 684 staff from the third year as efficiency gains and process improvements are realized. The distribution of these posts is summarized in figure III.

Figure III
Estimated distribution of posts, by centre

2. Baseline and future costs

15. The recommendation for three shared service centre locations offers an attractive cost profile in comparison with the existing cost of operations for in-scope transactional work (see figure IV). Once the project is fully delivered, there is estimated to be an $11.3 million cost reduction per year over the baseline cost. For consistency of methodology, staffing costs have been calculated on net salary and common staff costs, excluding staff assessment.

Figure IV
Comparison of end-state annual cost

(Millions of United States dollars)

[a] Global service delivery model end-state is based on year five.

Implementation assumptions

16. The baseline and future costs outlined in the tables below are based on the following assumptions:

(a) Three service centre locations will be started sequentially over the first year of operation, ramping up operations to absorb clients incrementally. Owing to the size and complexity of peacekeeping operations, any transition that would affect peacekeeping service delivery will occur in the second half of 2019. This will facilitate a smoother transition of services and the opportunity to leverage lessons learned with smaller clients earlier in implementation;

(b) To facilitate knowledge transfer and capacity development in the shared service centres, the implementation plan includes teams of staff experienced in administrative transaction services on temporary assignment to each service location for a period of 12–24 months from the start-up of each centre. These staff will provide training, production support and on-the-job coaching for new staff. About half of these staff will be retained for the second year of operation to ensure that the centres retain the capacity to manage complex cases and support the development of nationally recruited staff;

(c) In addition to the staff involved in capacity-building, a small operational support desk will be started using staff on temporary assignment to provide operational support for human resources for all centres. This function will be incorporated into the Human Resources Administration Sections once sufficient capacity exists to carry out the services;

(d) To support the initial setup of each centre, a locally hired project manager and additional human resources officers (for recruitment) will be brought in on temporary assignment for a period of one year. The shared service centre in Nairobi will also have six months of support to establish web and intranet presence and support the construction of data architecture for the service centres.

Baseline cost of operations

19. Table 1 illustrates the estimated baseline cost of carrying out in-scope transactional work using the current set-up of the Organization, and represents the scenario where no change is implemented.

Table 1
Baseline cost of operations

(Thousands of United States dollars)

Year	*One*	*Two*	*Three*	*Four*	*Five*
Estimated expenditure to carry out in-scope services	53 400	53 400	53 400	53 400	53 400

Note: Years reflect the cost of operations for the period from 1 July to 30 June, with year one beginning on 1 July 2019.

Future operating costs

20. Table 2 illustrates the future operating costs of running shared service centres in the recommended locations from 2019 to 2024. Over time, as the shared service centre moves towards stabilized operations, it is expected that efficiency gains may be realized.

Table 2
Future operating costs

(Thousands of United States dollars)

Year	*One*[a]	*Two*	*Three*	*Four*	*Five*
Estimated expenditure to carry out in-scope services	31 596	42 980	42 075	42 075	42 075

[a] Operating costs incurred by the new centres during ramp-up in year zero are included in the transition costs detailed in paragraph 21 and table 3. This is to allow for a clearer comparison of like-for-like models of carrying out transactional work.

Cost of transition

21. Table 3 indicates the implementation costs associated with the first three years of operating the shared service centres in the three recommended locations. The proposed implementation budget covers the expected costs associated with workforce transition, set-up of the new locations/facilities, downsizing costs for affected offices and all other associated project costs to bring about the transition from the as-is structure of the Organization to the future service centre model. As shown in table 3, these are expected to total around $55.9 million over the preparatory, implementation and stabilization periods.

Table 3
Transition costs

(Thousands of United States dollars)

Year	*Zero*	*One*	*Two*	*Three*	*Four*	*Five*
Non-recurrent implementation costs	24 871	27 571	3 475	–	–	–

Break-even analysis

22. Taking into account the total implementation costs implied in the proposal and the projected annual savings from the new structure over the baseline operating costs, the project is expected to break even at the start of year five and cumulatively save the Organization $10.3 million in five years.

III. Comprehensive proposal

B. Selection of shared service centre locations

3. Location recommendation

32. The results of the detailed assessment indicated that Nairobi, Budapest and Mexico City were the highest-scoring in their respective regions (i.e., Africa, Europe and the Americas). Accordingly, the location recommendations have been revised to recommend to the General Assembly the establishment of three shared service centres, in Nairobi, Budapest and Mexico City. To ensure time zone coverage for clients in East Asia and Oceania, a small client service desk would also be established in Bangkok, co-located with the Economic and Social Commission for Asia and the Pacific. This combination would offer the following advantages:

(a) Full time zone coverage and proximity to clients to offer a stronger client focus and effective services to clients in different locations;

(b) Sufficient language capacity to serve global clients;

(c) Co-location with existing United Nations system shared service centres to leverage existing knowledge, best practice and cooperation.

33. The potential risk of establishing the shared service centres within the short time frame proposed would be mitigated by a phased implementation approach. The challenges with respect to consistent service delivery across a broader number of service centres would be mitigated, to an extent, by co-locating the Director, Global Shared Services, at one of the service centres, as well as by having the service centres report directly to the Director. Recognizing the need for further augmentation of the model to address emergency and high-priority needs at United Nations Headquarters, the proposal also includes a small satellite team based in New York equipped with the functionality to carry out rapid response actions, particularly transactions for conferences and delegates.

C. Shared services operating framework

3. Service delivery

Staffing levels

56. Staffing levels related to service delivery are based on transactional volumes and accepted processing time estimates, as well as predetermined management spans of control (i.e., the number of individuals supervised by the manager) per function. This allows for scaling staffing levels to accommodate changes in transactional volume, as well as improvements in processing efficiency. Some team leaders will be locally hired Professional staff, which will provide career development opportunities for local service delivery staff with the appropriate qualifications and experience. Table 4 provides the total staffing levels for client and service delivery units in the first year of operations, including the ratio of team leaders to staff.

Table 4
Client and service delivery unit staffing levels

Service	*General Service staff*	*Team leaders (accounts payable/payroll — NPO (C), human resources — P-3)*	*Service managers (P-4)*	*Senior service managers (P-5)*	*Total*
Client support	88	8 (1:12 ratio)[a]	3	0	99
Human resources administration	200	20 (1:10 ratio)	4	1	225
Payroll	68	9 (1:8 ratio)	4	1	82
Accounts payable	178	15 (1:12 ratio)	3	1	197
Special global operations	31	2 (1:15 ratio)	1	0	34
Total	**565**	**53**	**16**	**3**	**637**

[a] The target client support team lead ratio for the Global Shared Service Centres is 1:12; the actual rate reflects additional team leaders in the Rapid Deployment Unit and the client support desk for Asia.

58. The majority of posts within the Global Shared Service Centre structure and at the three shared service centres will be created by abolishing posts in other duty stations, commensurate with the work effort currently being carried out (i.e., performance of services within the scope of the global service delivery model). In addition to these units, the team managing financial accounting functions for peacekeeping and special political missions (see table 5) will be created through the transfer of finance functions from the entities presently undertaking these tasks. This team will carry out finance support for field missions, that is, functions that are outside the scope of the service delivery model and are not available for other clients. Owing to the specialized nature of these functions, the team will be established in Nairobi, co-located with the Senior Service Manager for accounts payable to ensure coordination between the functions.

Table 5
Staffing levels for financial reporting for peace operations

Title	*Number of staff*
P-5, Chief of Field Finance Section	1
P-4, Finance Officer	2
P-3, Finance Officer	5
National Professional Officer, Finance Officer	8
General Service, Finance Assistant	39
Total	**55**

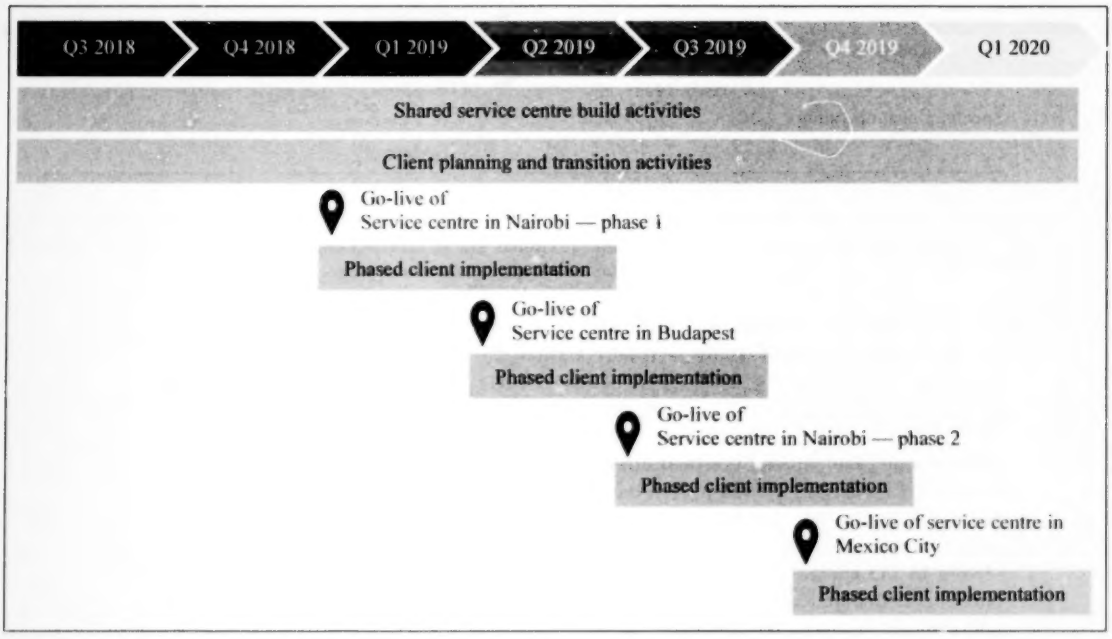
IV. Implementation proposal

A. Implementation approach

2. High-level implementation plan

86. The global service delivery model will begin implementation in early 2019, with implementation carried out in a phased and sequential manner throughout 2019, ramping up operations to absorb clients incrementally. Owing to the size and complexity of peacekeeping operations, any transition required that would affect peacekeeping service delivery will occur in the second half of 2019. As a result of the size of the Nairobi centre, that centre will be established in two phases (see figure X).

Figure X
High-level implementation timeline and activities



Abbreviations: Q1, first quarter; Q2, second quarter; Q3, third quarter; Q4, fourth quarter.

V. Summary of budget implications

111. The present section outlines the resource requirements for the implementation of the global service delivery model for the biennium 2018–2019. Specifically, it contains the resource requirements for 2019 to support the ongoing operations of the Global Shared Service Centres, consisting of staff costs and operational costs derived from logistical requirements to operate the Global Shared Service Centres. In addition, one-time start-up costs would be required for the period from July 2018 through 2019 and early 2020 to enable the phased launches of the individual centres in 2019.

A. Resource requirements

1. Recurrent resource requirements to support the ongoing operations of the Global Shared Service Centres for the period from July 2018 to December 2019

112. The amount of $22,260,900 would provide for the costs of the proposed 684 posts for all service centres, as well as non-post resources for 61 general temporary assistance positions and other operational requirements to support the ongoing operations of the Global Shared Service Centres for the period from July 2018 to December 2019. A detailed breakdown of the resource requirements for each service centre is outlined below and also provided in annex IV to the present report. Recurrent requirements amount to:

(a) **Office of the Director, Global Shared Services**. The amount of $3,656,300 would provide for 27 posts starting from July 2018, based on the implementation plan, as well as non-post resources for operational requirements to support the recruitment and start-up of the Global Shared Service Centres;

(b) **Shared service centre in Nairobi**. The amount of $11,462,100 would provide for 324 posts to be established starting from July 2018, based on the implementation plan, as well as non-post resources for operational requirements of the centre;

(c) **Shared service centre in Budapest**. The amount of $4,405,800 would provide for 187 posts to be established starting from November 2018, based on the implementation plan, to support the recruitment and start-up of the shared service centre, as well as non-post resources for operational requirements of the centre;

(d) **Shared service centre in Mexico City**. The amount of $2,736,700 would provide for 146 posts to be established starting from May 2019, based on the implementation plan, as well as non-post resources for operational requirements of the centre.

2. Non-recurrent resource requirements

113. Non-recurrent resource requirements amounting to $29,848,900 would be required for the period from July 2018 through 2019 and early 2020 to support the start-up of the service centres. A detailed breakdown of the costs is reflected in annex IV to the present report.

B. Distribution of resource requirements

114. As the global service delivery model encompasses administrative support services across the Secretariat, due consideration has been given to the appropriate sources of funding for the service centres. In this connection, it is proposed that the Global Shared Service Centres be jointly financed by the regular budget, the peacekeeping budget and extrabudgetary resources and that the distribution of resource requirements across the three funding sources be based on workload indicators for the services provided by funding source. Workload indicators are calculated on the basis of transactional volumes and established work effort standards for specific transaction types and may be updated every year. For example, the workload indicators for human resources administration services and payroll services are based on the work efforts required to service the number of personnel, taking into account the complexity of services provided. Similarly, the workload indicators for accounts payable are based on the work effort required to process the annual volume of transactions. Such an arrangement would ensure that the contributions from the regular budget, the peacekeeping budget and extrabudgetary resources reflect the overall level of services provided by the Global Shared Service Centres to the clients.

115. The estimated requirements as indicated in sections V.A.1 and V.A.2 would be distributed as indicated in tables 7 and 8.

Table 7
Summary of recurrent resource requirements to support the ongoing operations of the Global Shared Service Centres for 2019
(United States dollars)

Source of funds	*2018–2019 estimates*
Regular budget	6 233 100
Support account for peacekeeping operations	11 353 100
Extrabudgetary	4 674 700
Total	**22 260 900**

Table 8
Summary of non-recurrent start-up resource requirements for the biennium 2018–2019
(United States dollars)

Source of funds	*2018–2019 estimates*
Regular budget	8 357 700
Support account for peacekeeping operations	15 222 900
Extrabudgetary	6 268 300
Total	**29 848 900**

C. Resource impact on entities of the Secretariat

116. The proposed implementation of the global service delivery model will result in the transfer of administrative transactional functions and the related resources to the Global Shared Service Centres. A total of 684 related posts and general temporary assistance positions have been confirmed by client offices; these posts and positions will be abolished during the course of 2019 and remain in the current locations for various durations during the course of implementation. Furthermore, additional costs are expected in 2019 in relation to the staff affected by the abolished posts. In this context, no significant reductions in post and non-post costs are expected in 2019 with regard to the client offices, and it is therefore estimated that there would be no financial implications under the regular budget for these client offices for the biennium 2018–2019. Details of the post reductions by budget section and grade level are included in the supplementary information for the present report.

117. The resource impact for the special political missions would be reflected in the context of the respective proposed programme budgets for 2019.

118. As the peacekeeping missions will not be integrated into the global service delivery model until July 2019, there is no immediate impact on the 2018–2019 budgets for peacekeeping missions. The proposed reduction in staffing levels and associated post and non-post costs for peacekeeping operations resulting from the implementation of the global service delivery model will be reflected in the respective budget proposals for peacekeeping and the support account for the period from July 2019 to June 2020.

119. The resource impact outlined above is not expected to have a direct correlation with the resource requirements for the new Global Shared Service Centres, as the

funding for the Centres is based on an independent budget and not as a result of a direct transfer of resources from the affected entities.

VI. Recommended action to be taken by the General Assembly

120. **The General Assembly is requested**:

(a) To take note of the report of the Secretary-General;

(b) To approve the establishment and the locations of the Global Shared Service Centres effective 1 January 2019;

(c) To approve the total budget of the Global Shared Service Centres in the amount of $52,109,800 for the biennium 2018–2019 inclusive of 684 posts as presented in annex IV to the present report;

(d) To invite the Secretary-General to provide a progress report on the global service delivery model at the main part of the seventy-fourth session of the General-Assembly;

Programme budget

(e) To abolish 149 posts during the course of 2019, in the respective sections of the regular budget as presented in annex IV to the present report;

(f) To appropriate an amount of $14,590,800 under the programme budget for the biennium 2018–2019 under section 29D, Global shared service centres, representing the regular budget share until 31 December 2019;

(g) To note that the proposed abolishment of 68 posts from the special political missions, as listed in annex IV to the present report, will be considered in the context of the proposed programme budget for special political missions for 2019;

Peacekeeping operations

(h) To note that 332 posts will be proposed for abolishment in the respective budget proposals of peacekeeping operations for the financial period from 1 July 2019 to 30 June 2020;

(i) To note that 24 posts funded under the support account for peacekeeping operations are proposed for abolishment by 30 June 2019 in the budget for the support account for peacekeeping operations for the financial period from 1 July 2018 to 30 June 2019;

(j) To note that resource requirements in the amount of $10,148,600 for the costs of start-up and operationalization of the Global Shared Service Centres are included in the budget for the support account for peacekeeping operations for the financial period from 1 July 2018 to 30 June 2019;

(k) To note that the peacekeeping operations' share of the costs of start-up and operationalization of the Global Shared Service Centres for the financial period from 1 July 2019 to 30 June 2020 in the amount of $16,427,400 will be included in the proposed budgets for peacekeeping operations for that period;

Extrabudgetary resources

(l) To note that requirements in the amount of $10,943,000 would be funded from extrabudgetary resources in the period from 1 July 2018 to 31 December 2019 to support the non-recurrent and recurrent resource requirements for the Global Shared Service Centres.

Annex IV

Revised estimates related to the proposed implementation of the global service delivery model

1. The global shared service centres would be responsible for the implementation of the programme of work under this subsection. The activities for which the centres are responsible fall under programme 25, Management and support services, of the biennial programme plan for the period 2018–2019.

Overview of resources

2. The overall resources proposed for the biennium 2018–2019 for this section amount to $49,662,966 for the full budget, which will be jointly funded from the regular budget, the peacekeeping budget and extrabudgetary resources. The distribution of resources is reflected in the tables below.

Table 1
Full budget resources by component and source of funds

(Thousands of United States dollars)

Component	*Regular budget*[a]	*Other assessed*[b]	*Extrabudgetary*[c]	*Total*
A. Executive direction and management	9 381.5	17 087.6	7 036.1	33 505.2
B. Programme of work				
(a) Shared service centre in Nairobi	3 209.4	5 845.7	2 407.0	11 462.1
(b) Shared service centre in Budapest	1 233.6	2 247.0	925.2	4 405.8
(c) Shared service centre in Mexico City	766.3	1 395.7	574.7	2 736.7
Total	**14 590.8**	**26 576.0**	**10 943.0**	**52 109.8**

[a] The total amount of $14,590,800, representing the regular budget share of the resource requirements of the global shared service centres, would be reflected in section 29D, Global shared service centres, under grants and contributions.

[b] Resource requirements financed exclusively by the peacekeeping budget.

[c] Resource requirements financed from extrabudgetary resources derived from programme support income received as reimbursement for support for extrabudgetary administrative structures.

Table 2
Full budget post resources by component

Category	*Executive direction and management*	*Shared service centre in Nairobi*	*Shared service centre in Budapest*	*Shared service centre in Mexico City*	*Total*
Professional and higher categories					
D-2	1	–	–	–	1
D-1	–	1	1	1	3
P-5	2	4	–	–	6
P-4/3	5	28	13	13	59
P-2/1	3	–	–	–	3
Subtotal	**11**	**33**	**14**	**14**	**72**

Category	*Executive direction and management*	*Shared service centre in Nairobi*	*Shared service centre in Budapest*	*Shared service centre in Mexico City*	*Total*
General Service					
Other level	–	–	7	8	14
Subtotal	–	–	**7**	**8**	**14**
National staff					
National Professional Officer	7	21	11	8	47
Local level	9	270	155	116	551
Subtotal	**16**	**291**	**166**	**124**	**598**
Total	**27**	**324**	**187**	**146**	**684**

Executive direction and management

Resource requirements: $33,505,200

3. The Director, Global Shared Services, will be responsible for providing overall guidance and management oversight for operations across the global shared service centres. He or she will set near- and long-term strategic direction for service delivery and ensure alignment with objectives and business planning for shared services. He or she will also drive standardization of shared service operations and will be fully accountable for service quality and continuous improvement. In addition, he or she will serve as the leadership interfacing with senior management and policy owners and as the focal point for the integration of all aspects of the work of the global shared service centres. The Office of the Director, Global Shared Services, will be supported by the Operational Monitoring Unit, the Process Optimization Section, the Staff and Client Training Unit and the Client Engagement Unit. The chiefs of the shared service centres will report directly to the Director, Global Shared Services.

Table 3
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management and operations of the global shared service centres

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018*	*2019*	*2016*	*2017*	*2014*	*2015*	*2012*	*2013*
(a) Effective and efficient management of the programme of work in the area of human resources administration, payroll, accounts payable and other services provided by the service centres	(i) Percentage of services provided in accordance with established turnaround time	Target	90							
		Estimate								
		Actual								
	(ii) Percentage of respondents providing a positive assessment on the timeliness and quality of the services	Target	90							
		Estimate								
		Actual								
(b) Timely submission of documentation needed for meetings of relevant intergovernmental bodies	Percentage of timely submission of documentation	Target	100							
		Estimate								
		Actual								

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(c) Efficiencies achieved in travel costs for the Organization	Percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100			
		Estimate				
		Actual				

External factors

4. The objectives and expected accomplishments are expected to be achieved on the assumption that: (a) stakeholders fulfil their responsibilities and obligations under service agreements and are supportive of the efforts of, and extend full cooperation to, the global shared service centres; and (b) internal and external meetings are scheduled at least three weeks in advance to allow air travel tickets to be purchased at least two weeks before the commencement of travel.

Outputs

5. During the biennium 2018–2019, the following outputs will be delivered under executive direction and management (regular budget, other assessed and extrabudgetary):

Table 4
Categories of outputs and final outputs

Outputs	*Quantity*[a]
Administrative support services (regular budget, other assessed and extrabudgetary)	
Overall management	
1. Monitoring and coordination of activities concerning management of the financial, human, physical and information and communications technology resources of the global shared service centres	1
2. Strategic guidance and management oversight concerning the operations of the global shared service centres	1
3. Reports of performance of the shared service centres against the key performance indicators	12
4. Development of training materials for service centre staff	1
5. Organization of training activities for service centre staff	24

[a] Outputs are based on a one-year estimate for 2019, as the Office of the Director, Global Shared Services, will not start operations until January 2019.

6. The distribution of resources for executive direction and management is reflected in table 5.

Table 5
Resource requirements: executive direction and management

	2018–2019 estimate	*Posts*
Post	2 664.7	27
Non-post	30 840.5	–
Total	**33 505.2**	**27**

7. Total resources in the amount of $33,505,200 would provide for 27 posts (1 D-2, 2 P-5, 5 P-4, 3 P-2, 7 National Professional Officer and 9 Local level ($2,664,700)),

starting from July 2018 based on the implementation plan, to support the proposed implementation of the global service delivery model for the biennium 2018–2019.

8. Non-post resources amounting to $30,840,500 include recurrent ($991,600) and non-recurrent start-up resource requirements ($29,848,900) as reflected in section 29D under grants and contributions.

9. Out of the total resources amounting to $33,505,200, the amount of $9,381,500 represents the regular budget share of the resource requirements proposed under the executive direction and management.

Programme of work

10. The distribution of resources by component is reflected in table 6.

Table 6
Resource requirements by component

(Thousands of United States dollars)

Component	*2018–2019 estimate*
B. Programme of work	
(a) Service centre in Nairobi	11 462.1
(b) Service centre in Budapest	4 405.8
(c) Service centre in Mexico City	2 736.7
Total	**18 604.6**

Shared service centre in Nairobi

Resource requirements: $11,462,100

Table 7
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure effective and efficient administrative transactional and support services to clients and to optimize business processes to achieve greater efficiency

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(a) Efficient and effective support for the shared service centre	Percentage of satisfaction with the support services provided	Target	90			
		Estimate				
		Actual				
(b) Efficient and effective finance services to clients	Percentage of services provided in accordance with established turnaround time	Target	90			
		Estimate				
		Actual				
(c) Efficient and effective client support services	Percentage of client satisfaction with the time to resolve client queries	Target	90			
		Estimate				
		Actual				

External factors

11. The objectives and expected accomplishments are expected to be achieved on the assumption that: (a) there are no major policy changes that affect the scope of services offered by the shared service centres; (b) relevant information is complete and is submitted for processing without delay; (c) there are no major outages or malfunctions in the computerized systems, including Umoja; and (d) there are no sudden or unexpected political, economic or technological incidents that adversely affect the operations of the shared service centres.

Outputs

12. During the biennium 2018–2019, the following outputs and services will be delivered by the shared service centre in Nairobi (regular budget, other assessed and extrabudgetary):

Table 8
Categories of outputs and final outputs

Outputs	*Quantity*[a]
Support for the shared service centre	
Provision of recruitment, budget and common services to the shared service centre	3
Implementation of recommendations of oversight bodies	1
Monitoring of shared service centre performance	1
Information for and responses to the Board of Auditors on matters related to payroll and accounts payable	1
Human resources administration services	
Appointments and onboarding services	2 000
Renewal of appointments	4 000
Movement of staff within the Organization	950
Separation and termination (including agreed termination and disability)	2 000
Processing of staff entitlements	15 000
Time management requiring approval by human resources (certified sick leave, special leave with/without pay, maternity/paternity leave, danger pay, etc.)	12 000
Coordination of human resources administration-related tasks within Umoja	1
Processing of entitlement travel requests (home leave, education grant travel, etc.)	4 000
Payroll services	
Monthly payment of salaries and related allowances and other benefits (number of staff per month)	24 000
Payments to staff upon separation from the Organization (number of staff)	2 000
Off-cycle payments (including education grant, relocation grant, travel advances and claims, payment for shipping of personal effects, residential security payments, etc.) (number of requests)	12 000
Overall coordination of payroll-related tasks within Umoja	1
Accounts payable services	
Payments to vendors and other contractors (number of invoices)	93 000
Coordination of accounts payable-related tasks within Umoja	1
Field finance operations unit services	
Provision of monthly financial reports	12
Perform yearly closing of accounts and submit related financial statements for peacekeeping operations and special political missions to United Nations Headquarters	1
Client support services	
Annual client satisfaction survey	1

[a] Outputs are based on estimates for a one-year estimate for 2019, as the service centre in Nairobi will not start operations until January 2019.

Table 9
Resource requirements: shared service centre in Nairobi

(Thousands of United States dollars)

	2018–2019 estimate	*Posts*
Post	9 853.8	324
Non-post	1 608.3	–
Total	**11 462.1**	**324**

13. Total resources in the amount of $11,462,100 would provide for 324 posts (1 D-1, 4 P-5, 28 P-4/P-3, 21 National Professional Officer and 270 Local level ($9,853,800)) to be established starting from July 2018 based on the implementation plan, to support the proposed implementation of the global service delivery model for the biennium 2018–2019.

14. Non-post resources amount to $1,608,300, as reflected in section 29D under grants and contributions.

15. Out of the total resources amounting to $11,462,100, the amount of $3,209,400 represents the regular budget share of the resource requirements proposed under the service centre in Nairobi.

Shared service centre in Budapest

Resource requirements: $4,405,800

Table 10
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure effective and efficient administrative transactional and support services to clients and to optimize business processes to achieve greater efficiency

			Performance measures							
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(a) Efficient and effective support for the service centre	Percentage of satisfaction with the support services provided	Target	90			
		Estimate				
		Actual				
(b) Efficient and effective human resources administration services	Percentage of services provided in accordance with established turnaround time	Target	90			
		Estimate				
		Actual				
(c) Efficient and effective finance services	Percentage of services provided in accordance with established turnaround time	Target	90			
		Estimate				
		Actual				
(d) Efficient and effective client support services	Percentage of client satisfaction with the time to resolve client queries	Target	90			
		Estimate				
		Actual				

External factors

16. The objectives and expected accomplishments are expected to be achieved on the assumption that: (a) there are no major policy changes that affect the scope of services offered by the shared service centres; (b) relevant information is complete and is submitted for processing without delay; (c) there are no major outages or malfunctions in the computerized systems, including Umoja; and (d) there are no sudden or unexpected political, economic or technological incidents that adversely affect the operations of the shared service centres.

17. During the biennium 2018–2019, the following outputs and services will be delivered by the shared service centre in Budapest (regular budget, other assessed and extrabudgetary):

Table 11
Categories of outputs and final outputs

Outputs	*Quantity*[a]
Support for the shared service centre	
Provision of recruitment, budget and common services to the shared service centre	3
Implementation of recommendations of oversight bodies	1
Monitoring of shared service centre performance	1
Information for and responses to the Board of Auditors on matters related to shared service centre operations	1
Human resources administration services	
Appointments and onboarding services	1 440
Renewal of appointments	2 000
Movement of staff within the Organization	175
Separation and termination (including agreed termination and disability)	900
Processing of staff entitlements	2 800
Time management requiring approval by human resources (certified sick leave, special leave with/without pay, maternity/paternity leave, danger pay, etc.)	4 500
Coordination of human resources administration-related tasks within Umoja	1
Processing of entitlement travel requests (home leave, education grant travel, etc.)	1 400
Payroll services	
Monthly payment of salaries and related allowances and other benefits (number of staff per month)	12 000
Payments to staff upon separation from the Organization (number of staff)	900
Off-cycle payments (including education grant, relocation grant, travel advances and claims, payment for shipping of personal effects, residential security payments, etc.) (number of requests)	4 500
Overall coordination of payroll-related tasks within Umoja	1
Accounts payable services	
Payments to vendors and other contractors (number of invoices)	72 000
Coordination of accounts payable-related tasks within Umoja	1
Specialized global operations teams	
Calculation of travel lump sum for entitlement travel	5 400
Provision of monthly bank reconciliation reports	6
Clearing of open receivable documents requiring manual netting	1 500

Outputs	*Quantity*[a]
Client support services	
Annual client satisfaction survey	1

[a] Outputs are based on a nine-month estimate for 2019, as the service centre in Budapest will not start operations until April 2019.

Table 12
Resource requirements: shared service centre in Budapest

	2018–2019 estimate	*Posts*
Post	3 265.3	187
Non-post	1 140.5	–
Total	**4 405.8**	**187**

18. Total resources in the amount of $4,405,800 would provide for 187 posts (1 D-1, 13 P-4/P-3, 7 General Service (Other level), 11 National Professional Officer and 155 Local level ($3,265,300)) to be established starting from November 2018 based on the implementation plan, to support the proposed implementation of the global service delivery model for the biennium 2018–2019.

19. Non-post resources amount to $1,140,500, as reflected in section 29D under grants and contributions.

20. Out of the total resources amounting to $4,405,800, the amount of $1,233,600 represents the regular budget share of the resource requirements proposed under the service centre in Budapest.

Shared service centre in Mexico City

Resource requirements: $2,736,700

Table 13
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure effective and efficient administrative transactional and support services to clients and to optimize business processes to achieve greater efficiency

			Performance measures					
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*		
(a) Efficient and effective support for the shared service centre	Percentage of satisfaction with the support services provided	Target	90					
		Estimate						
		Actual						
(b) Efficient and effective human resources administration services to clients	Percentage of services provided in accordance with established turnaround time	Target	90					
		Estimate						
		Actual						
(c) Efficient and effective finance services to clients	Percentage of services provided in accordance with established turnaround time	Target	90					
		Estimate						
		Actual						

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018*	*2019*	*2016*	*2017*	*2014*	*2015*	*2012*	*2013*
(d) Efficient and effective travel services to clients	Percentage of services provided in accordance with established turnaround time	Target	90							
		Estimate								
		Actual								
(e) Efficient and effective client support services	Percentage of client satisfaction with the time to resolve client queries	Target	90							
		Estimate								
		Actual								

External factors

21. The objectives and expected accomplishments are expected to be achieved on the assumption that: (a) there are no major policy changes that affect the scope of services offered by the shared service centres; (b) relevant information is complete and is submitted for processing without delay; (c) there are no major outages or malfunctions in the computerized systems, including Umoja; and (d) there are no sudden or unexpected political, economic or technological incidents that adversely affect the operations of the shared service centres.

Outputs

22. During the biennium 2018–2019, the following outputs and services will be delivered by the shared service centre in Mexico City (regular budget, other assessed and extrabudgetary):

Table 14
Categories of outputs and final outputs

Outputs	*Quantity*[a]
Support for the shared service centre	
Provision of recruitment, budget and common services to the shared service centre	3
Implementation of recommendations of oversight bodies	1
Monitoring of shared service centre performance	1
Information for and responses to the Board of Auditors on matters related to payroll and accounts payable	1
Human resources administration services	
Appointments and onboarding services	150
Renewal of appointments	300
Movement of staff within the Organization	75
Separation and termination (including agreed termination and disability)	150
Processing of staff entitlements	1 250
Time management requiring approval by human resources (certified sick leave, special leave with/without pay, maternity/paternity leave, danger pay, etc.)	900
Coordination of human resources administration-related tasks within Umoja	1
Processing of entitlement travel requests	500
Payroll services	
Monthly payment of salaries and related allowances and other benefits (number of staff per month)	8 000
Payments to staff upon separation from the Organization (number of staff)	150
Off-cycle payments (including education grant, relocation grant, travel advances and claims, payment for shipping of personal effects, residential security payments, etc.) (number of requests per month)	4 000

Outputs	*Quantity*[a]
Accounts payable services	
Payments to vendors and other contractors (number of invoices)	22 500
Coordination of accounts payable-related tasks within Umoja	1
Client support services	
Annual client satisfaction survey	1

[a] Outputs are based on estimates of a three-month period in 2019, as the shared service centre in Mexico City will not start operations until October 2019.

Table 15
Resource requirements: shared service centre in Mexico City

	2018–2019 estimate	*Posts*
Post	1 759.6	146
Non-post	977.1	–
Total	**2 736.7**	**146**

23. Total resources in the amount of $2,736,700 would provide for 146 posts (1 D-1, 13 P-4/P-3, 8 General Service (Other level), 8 National Professional Officer and 116 Local level ($1,759,600)) to be established starting from May 2019 based on the implementation plan, to support the proposed implementation of the global service delivery model for the biennium 2018–2019.

24. Non-post resources amount to $977,100, as reflected in section 29D under grants and contributions.

25. Out of the total resources amounting to $2,736,700, the amount of $766,300 represents the regular budget share of the resource requirements proposed under the service centre in Mexico City.

Table 16
Posts proposed for abolishment in the biennium 2018–2019

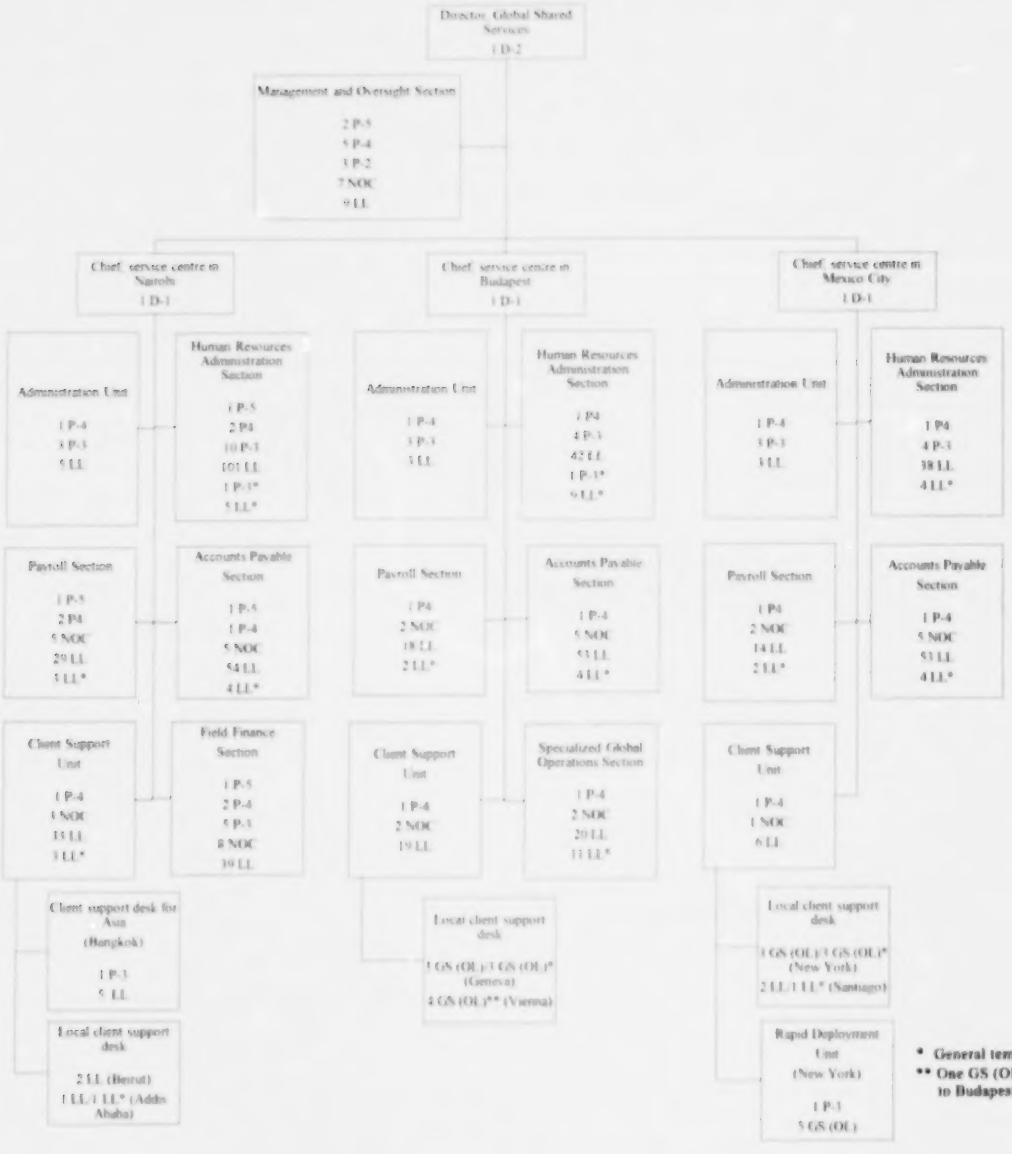
Entity	*Category*	*Regular budget 2018–2019*
United Nations Office at Geneva	P-4	1
	P-2	2
	GS (PL)	2
	GS (OL)	9
Subtotal		**14**
United Nations Office at Nairobi	P-5	1
	P-4	1
	P-3	2
	P-2	2
	GS (PL)	8
Subtotal		**14**

Entity	*Category*	*Regular budget 2018-2019*
United Nations Office at Vienna	P-4	1
	P-3	1
	GS (OL)	7
Subtotal		**9**
Economic Commission for Africa	P-3	1
	GS (PL)	3
	GS (LL)	8
Subtotal		**12**
Economic Commission for Latin America and the Caribbean	P-2	1
	GS (PL)	2
	GS (LL)	11
Subtotal		**14**
Economic and Social Commission for Asia and the Pacific	P-2	1
	GS (PL)	2
	LL	10
Subtotal		**13**
Economic and Social Commission for Western Asia	P-3	1
	GS (PL)	1
	LL	6
Subtotal		**8**
Department of Economic and Social Affairs	GS (OL)	2
Subtotal		**2**
Department for General Assembly and Conference Management	GS (PL)	2
	GS (OL)	7
Subtotal		**9**
Department of Management, Executive Office	GS (OL)	5
Subtotal		**5**
Department of Management, Office of Human Resources Management	GS (PL)	1
	GS (OL)	16
Subtotal		**17**
Department of Management, Office of Programme Planning, Budget and Accounts	P-5	1
	GS (PL)	2
	GS (OL)	13
Subtotal		**16**
Department of Public Information	GS (OL)	4
Subtotal		**4**

Entity	*Category*	*Regular budget 2018–2019*
Department of Safety and Security	GS (OL)	3
Subtotal		**3**
Executive Office of the Secretary-General	GS (OL)	1
Subtotal		**1**
Office of Internal Oversight Services	GS (OL)	1
Subtotal		**1**
Office of Legal Affairs	GS (OL)	1
Subtotal		**1**
Department of Management, Office of Central Support Services	GS (OL)	1
Subtotal		**1**
Department of Peacekeeping Operations/Department of Field Support	GS (OL)	1
Subtotal		**1**
Special political missions (United Nations Assistance Mission in Afghanistan, United Nations Assistance Mission for Iraq, United Nations Support Mission in Libya)	P-5	1
	P-4	3
	P-3	2
	P-2	1
	FS-6	3
	FS-5	12
	FS-4	4
	NPO-C	1
	LL	41
Subtotal		**68**
United Nations Truce Supervision Organization	FS-4	1
	GS (PL)	1
	LL	2
Subtotal		**4**
Total		**217**

Abbreviations: GS, General Service; FS, Field Service; LL, Local level; NPO, National Professional Officer; OL, Other level; PL, Principal level.

Proposed organization chart



Abbreviations: GS, General Service; LL, Local level; NOC, National Professional Officer, level C; OL, Other level.